

**Title Page:**

STRATEGIC PLAN

FOR

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

OCTOBER 1, 2005 - SEPTEMBER 30, 2008



## Results Act and Planning Cycle:

### PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- \* mission statement based in law, executive order, etc.;
- \* long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- \* how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- \* relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- \* key external factors which could positively or negatively affect goal accomplishment;
- \* GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- \* developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- \* annual goals to incrementally achieve long-term goals in Strategic Plan;
- \* annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- \* basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- \* what annual goals were met or exceeded;

- \* what annual goals were not met;
- \* why annual goals were not met; and
- \* what remedial action will be taken for goals not met.

## ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at [http://www.doi.gov/ppp/strat\\_plan\\_fy2003\\_2008.pdf](http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf).

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

## **Park Background Information:**

### **INTRODUCTION**

The National Park Service Strategic Plan (required by the Government Performance Results Act) for the Tuskegee Institute National Historic Site is a five-year performance plan with the American people and provides the framework and the direction for this unit of the National Park Service (NPS). This plan includes the mission, mission goals, long-term goals, and external analysis. Mission goals were added by the National Park Service to reflect our preservation mission which has longer, indefinite timeframes than usually anticipated. Everything the NPS does should fit under the mission goals, which are comprehensive and inclusive. The long-term goals provide specific measurable goals to be achieved usually within five years, but are not all-inclusive. The contributions of many people, both within the NPS and outside, provide the external analysis needed to ensure the effectiveness of the plan.

Preparation of the Tuskegee Institute National Historic Site's Strategic Plan brings two strands together, the servicewide strand and the particular strand of this park's or program's mission (purpose and significance of this park), so that this park has both national and local elements carefully considered.

### **About the Park**

Tuskegee Army National Historic Site was established by Act of Congress, in 1998. It is located Tuskegee, Alabama. Containing 90 acres, the park preserves Moton Airfield which contains 11 historic structures dating from the 1940's period in perpetuity and makes this valuable part of America's heritage available to visitors each year for their experience, enjoyment, understanding, and appreciation. The site commemorates and interprets, in association with Tuskegee University, the heroic actions of the Tuskegee Army during World War II. The story of these gallant men and women highlights their struggles for greater participation in the United States Armed Forces which eventually aided in the cause to desegregate the U.S. military.

Prior to 1940, policy decisions within the United States War Department were commonly based on discriminatory assumptions about race. Such views effectively prevented African Americans and other minorities from meaningful participation in the country's armed forces. Recognizing that the War Department's segregationist policies mirrored the similarly prejudicial attitudes of white society in America, civil rights groups and the African-American news media pressured federal and military officials to revise the department's military practices and provide opportunities for the training and advancement of African-American recruits.

Partly in response to political pressures, the U.S. Army Air Corps, established, in 1941, the program at Tuskegee Institute in Alabama to train African-American pilots, also known as the "Tuskegee Experiment." Primary flight training was conducted by the Division of Aeronautics of Tuskegee Institute, the famed school of learning founded by Booker T. Washington in 1881. Once a cadet completed primary training at Tuskegee's Moton Field, he was sent to the nearby Tuskegee Army Air Field for completion of flight training and for transition to combat-type aircraft. The first classes of Tuskegee Army were trained to be fighter pilots for the famous 99th Fighter Squadron, slated for combat duty in North Africa. Additional pilots were assigned to the 332d Fighter Group, which included the 99th Squadron, who flew combat missions from bases in Italy.

On March 7, 1942, young black pilots stood at attention at Tuskegee Army Air Field's "lone runway" in Alabama. It was at this historic graduation exercise that these men were inducted into the Army Air Corps. Commanded by Colonel Benjamin O. Davis Jr., the Tuskegee Army distinguished themselves during WWII in air engagements over North Africa and Southern Europe. By war's end, the Tuskegee Army had flown more than 15,500 sorties and completed 1,578 missions. Their combat successes included the destruction of over 260 enemy aircraft, numerous enemy ground installations, and an enemy destroyer. The demonstration of bravery, courage, professionalism and performance of these black men and women during the war, whether on the flight lines or behind the lines, clearly demonstrated to all Americans that African Americans were wholly capable and deserving members of the U.S. military.

On July 26, 1948, President Harry S. Truman issued Executive Order 9811, which called for "equality of

treatment and opportunity" in the armed forces, thus officially desegregating the United States Armed Forces for African-American military defense workers. The crowning achievement of the legacy of the Tuskegee Airmen can be seen today in the many and varied positions held by African-American men and women in every Service and every Branch.

The Tuskegee Airmen NHS is a legislated partnership park with Tuskegee Institute NHS, Tuskegee University and Tuskegee Airmen. The Tuskegee Institute NHS shall serve as the principal administrative facility for the historic site. Tuskegee University shall serve as the principal partner with the National Park Service, and other Federal agencies mutually agreed upon, for the leadership, organization, development, and management of the historic site. The Tuskegee Airmen shall assist the principal partners for the historic site in fundraising for the development of visitor facilities and programs, and provide artifacts, memorabilia, and historical research for interpretive exhibits.

By January 2005, conceptual drawings will be completed for the design and the construction of the historic site. Construction of the site is slated to begin in the Spring of 2005. When completed and fully operational, Moton Field and all extant buildings will be restored to their 1940's splendor. It will include living history interpretation, exhibits, the Tuskegee University Department of Aviation, the Tuskegee Airmen National Center and visitor services area consisting of a parking area, memorial site, scenic overlook, picnic area, trails, and wayside exhibits.

#### Mission of National Park Service at Tuskegee Airmen National Historic Site

The mission of the National Park Service at Tuskegee Airmen NHS is rooted in and grows from the park's legislated mandate found in the Act of Congress (Public Law 105-355). The legislation states why the park was established and the purpose of the park. The mission statement of this park is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

#### Mission Statement

The Tuskegee National Historic Site protects and preserves the cultural resources that commemorate and interprets the events and accomplishments of individuals and associated with Tuskegee University; and the heroic actions of the Tuskegee Airmen during World War II.

#### Legislative Intent

P.L. 105-355, November 11, 1998

The public law 105-355 creating Tuskegee Airmen NHS mandated the National Park Service to:

- (1) To benefit and inspire present and future generations to understand and appreciate the heroic legacy of the Tuskegee Airmen, through interpretation and education, and the preservation of cultural resources at Moton Field, which was the site of primary flight training.
- (2) To commemorate and interpret the impact of the Tuskegee Airmen during World War II; the training process for the Tuskegee Airmen including the roles played by Moton Field, other training facilities, and related sites; the strategic role of Tuskegee Institute (Tuskegee University) in the training; the African-American struggle for greater participation in the United States military and more significant roles in defending their country; the significance of successes of the Tuskegee Airmen in leading to desegregation of the United States military shortly after World War II; and the impacts of Tuskegee Airmen accomplishments on subsequent civil rights advances of the 1950s and 1960s.

#### Purpose

Tuskegee Airmen NHS protects and preserves the cultural resources and commemorates and interprets the events and accomplishments of individuals who served in America's only African-American Air Force unit during World War II. The men and women who participated were trained at Tuskegee's Moton Field and were known as the "Tuskegee Airmen." The purpose of the Tuskegee Airmen National Historic Site may be

summarized by the following:

(1) To inspire present and future generations to strive for excellence through a greater understanding and appreciation of the legacy of the Tuskegee Airmen;

(2) To commemorate and interpret the accomplishments of the Tuskegee Airmen during World War II including their training process, struggle for acceptance and meaningful participation in the US Armed Forces, influence in desegregating the US Armed Forces, and contributions to civil rights the civil rights movement; and,

(3) To recognize and commemorate the strategic role of Tuskegee Institute (now Tuskegee University) in training the Tuskegee Airmen.

### Significance

Tuskegee Airmen NHS The Forks is of national historic significance due to the fact that:

(1) Moton field was the only primary flight training facility for African-American pilot candidates in the US Army Air Corps during World War II;

(2) The Tuskegee Airmen were the first African-American soldiers to successfully complete their training and enter the US Army Air Corps;

(3) The success of the Tuskegee Airmen proved to the American public that African Americans, when given the opportunity, were effective military leaders and pilots.

### Key External Factors Affecting Plan's Accomplishment

The Tuskegee Airmen NHS construction projects will benefit a short-term increase in employment in the area with construction funds greatly adding to the local economy. Development costs would indirectly add \$35 to \$52.5 million to the local, state, and regional economy.

A large increase in visitors to the area may bring many tourists dollars to the local and state economy.

Development of the historic site:

Change land use patterns in the surrounding area with a great amount of private development such as lodging, restaurants, and service areas and could change the small-town, rural character of the area as well as bring additional consumer services not currently available.

Affect the local infrastructure and additional utilities housing, and roads would probably be needed.

Change property ownership resulting in a small change in property tax revenue. A small tract of approximately one-acre would no longer be taxed.

Staffing of the site would produce long-term changes in local employment.

It would impact educational opportunities in the county.

It would increase recreational opportunities in the county, especially with its park-like atmosphere, picnic areas, and trails.

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Tuskegee Airmen National Historic Site's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

### \*Employment

- Tuskegee Airmen NHS construction projects will bring a short-term increase in employment in the area with construction funds greatly adding to the local economy. Development costs would indirectly add \$35 to \$52.5 million to the local, state, and regional economy.

- Staffing of the site would product long-term changes in local employment.

\*Education

- Development of the site would impact educational opportunities in the community

\*Visitation

- A large increase in visitors to the area may bring many tourists dollars to the local and state economy

\*Infrastructure

- Local infrastructure would be affected resulting in the need for additional utilities, housing, and roads.

\*Taxes

- Change in property owernship would result in a small change in property tax revenue. A small tract of approximately one acre would no longer be taxed.

\*Recreation

- The site would increase recreational opportunities in the county, especially with its park-like atmospheres, picnic areas, and trails.

\*Land Use

- Development of the historic site would change land use patterns in the surrounding area with a great amount of private devleopment (i.e., lodging, restaurants, and service areas) and could change the small-town, rural character of the area as well as bring additional consumer services not currently available.

#### Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Tuskegee Airmen NHS's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

Partners/participants via meetings, workshops & charettes:

Tuskegee Univerity  
Tuskegee Airmen, Inc.  
City of Tuskegee  
Macon County  
State of Alabama  
Alabama Historic Commission  
Various civic organizations

#### Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Catherine F. Light, Acting superintendent, TUAL. Author of Plan  
Tyrone Brandyburg, Chief of Intepretation, TUIN  
Christine Biggers, Park Ranger, TUAL  
Robyn Harris, Park Ranger, TUIN  
Teresa Valencia, Museum Curator, TUIN



Carla C. Whifield, Park Ranger, SEMO

GPRA Coordinator: Robyn Harris

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 12, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia5

*Park/ Program Goal ID Number:* TUA121

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

47% of historic structures on the current List of Classified Structures are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 1 of the 11 (9%) historic structures at Tuskegee Airmen NHS on the current List of Classified Structures are in good condition.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

11

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Tuskegee Airmen NHS has eleven structures (11) historic structures listed on the National Park Service list of classified structures in the Resource Management Plan. By 2008, one (1) structure will be restored, evaluated and maintained.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 10, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia6

*Park/ Program Goal ID Number:* NONE

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

75.5% of preservation and protection standards are met for park museum collections .

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 75.5% of 186 applicable preservation and protection standards for Tuskegee Institute National Historic Site's museum collections standards are met.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Applicable standards

*Unit Measure:*

Each standard

*Condition (Desired):*

Meet Standards

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Tuskegee Airmen NHS artifacts are being housed at Tuskegee Institute NHS repository for safe environmental, security and fire protection conditions necessary to preserve and protect museum objects.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 11, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia7

*Park/ Program Goal ID Number:* TUA1 16

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

33% of the cultural landscapes on the current Cultural Landscapes Inventory are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 1 of 1 (100%) of the cultural landscapes on the current Cultural Landscape Inventory are in good condition.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each landscape

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

All acreage will meet the National Park Service standards by (1) applying and pesticide to treat infestations; (2) inspecting and monitoring of insects and Vermin around cultural landscapes; (3) removing exotic plants and replacing with original vegetation and flora of landscape.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia8

*Park/ Program Goal ID Number:* TUA1 21

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

50% of the recorded archeological sites with condition assessments are in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the recorded archeological sites with condition assessments are in good condition

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each archeological site

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 10, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* lb01

*Park/ Program Goal ID Number:* TUA13

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Other NR data sets

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 11 of 11 (100%) of Tuskegee Airmen NHS natural resource inventories identified in Resource Management Plan and General Management Plan are completed.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

11

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

Tuskegee Airmen NHS will develop and update planning document;(2) acquire resource studies and (3) identify Vital signs of their natural resources.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ib2A

*Park/ Program Goal ID Number:* TUA1 21

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Archeological sites inventoried and evaluated are increased by 14.3% (from FY 2003 baseline of 57,752 sites to 66,000).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By Sept. 30, 2008, Archaeological sites inventoried and evaluated are increased by 1.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Number in database

Each site added

Increase

*5-Year Results Plan:*

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb2B

Park/ Program Goal ID Number: NONE

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 110.8% from FY 2003 (from 148 to 312 landscapes).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the Tuskegee Airmen National Historic Site cultural landscapes on the current Cultural Landscape Inventory that have complete accurate and reliable information is increased by 100% for FY2003 (from 1 to 1 Landscapes)

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Number in database

Each landscape

Increase

1

0

*5-Year Results Plan:*

By FY08' the cultural landscape will be restored, evaluated & maintained.

Tuskegee Airmen NHS has one cultural landscape (1) listed on the National Park Service's CLI in the Resource Management Plan.



## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 11, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* lb2C

*Park/ Program Goal ID Number:* NONE

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 11 of 11(100%) of Tuskegee Airmen NHS structures on the FY2003 List of Classified Structures have complete, reliable, and accurate information.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Number updated

*Unit Measure:*

Each record

*Condition (Desired):*

Updated

*Total # Units in  
Baseline:*

11

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

The Regional Office will conduct an Assessment Condition Report for buildings at the Tuskegee Airmen NHS to give complete, reliable and accurate information on the Site.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* lb2D

*Park/ Program Goal ID Number:* TUA14

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Museum objects cataloged are increased by 39.6% (from FY 2001 baseline of 42.4 million to 59.2 million). Percent increase in NPS museum objects cataloged

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Tuskegee Airmen National Historic Site museum objects cataloged and submitted to the National Catalog is increased from 561 in FY2007 to 598.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Number of museum objects  
cataloged

*Unit Measure:*

Each museum object added

*Condition (Desired):*

Increased

*Total # Units in  
Baseline:*

450

*Status in Base  
Year (# Meeting  
Condition):*

348

*5-Year Results Plan:*

The Museum Specialist will catalog items and submit associated reports in a timely manner in order to meet park goal.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* lb2E

*Park/ Program Goal ID Number:* TUA15

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Ethnographic resources inventory is increased 117.7% (from FY 2001 baseline of 929 to 2,022).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Tuskegee Airmen National Historic Site's ethnographic resources inventoried evaluated, and entered on the National Park Service Ethnographic Resource Inventory (ERI) is increased from 0 in FY2001 to 1 (100% increase).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Number of records

*Unit Measure:*

Each record

*Condition (Desired):*

Increased

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

Tuskegee Airmen NHS has a PMIS statement written to conduct an Ethnographic Resource Sttudy for the site. The study is not schedule until 2008

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila1A

*Park/ Program Goal ID Number:* TUIA7

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 5% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Visitor satisfaction

*Unit Measure:*

percent

*Condition (Desired):*

Satisfied

*Total # Units in  
Baseline:*

4

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

Tuskegee Airmen NHS is a new park. Phase I of the construction is schedule for completion in 2007. Once completed, Hanger one will be the park's visitor center and we will request for a Visitor Survey for the site.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 11, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila2A

*Park/ Program Goal ID Number:* TUIA8

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of visitor accidents/incidents at Tuskegee Airmen National Historic Site is at or below 2.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Accidents/incidents

Each accident/incident

Reduced

0

0

*5-Year Results Plan:*

Tuskegee Airmen NHS will work towards maintaining its low baseline of 0 per 100,000 visitors. However, construction will began at TUA1 in FY05 and ongoing into FY07' which will increase the potential of hazards and etc.

Work Plan: by performing routine maintenance inspections of the grounds and buildings to identify any hazards to the visitor. After hazards have been identified the staff will remove and repair the problem.

Results: Hazardous free environment;public awareness;staff training

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 11, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila2B

*Park/ Program Goal ID Number:* NONE

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The number of servicewide visitor fatalities will be at or below 100 (an 11% decrease from the FY2000 - FY2001 baseline of 112).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of fatalities at Tuskegee Airmen National Historic Site will be at or below 2.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Fatalities

*Unit Measure:*

Each fatality

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Tuskegee Airmen NHS will work towards maintaining its low baseline of 0 per 100,000 visitors. However, construction will began at TUA in FY05 and ongoing into FY07' which will increase the potential of hazards and etc.

Work Plan: by performing routine maintenance inspections of the grounds and buildings to identify any hazards to the visitor. After hazards have been identified the staff will remove and repair the problem.

Results: Hazardous free environment;public awareness;staff training

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IIb1

*Park/ Program Goal ID Number:* TUIA9

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

87% of visitors understand and appreciate the significance of the park they are visiting

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 5% of Tuskegee Airmen National Historic Site visitors understand the significant of the park

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Visitor understanding

*Unit Measure:*

percent

*Condition (Desired):*

Understand

*Total # Units in  
Baseline:*

4

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

This goal measures visitor appreciation and understanding of park's meaning and resources. The Tuskegee Airmen is a new park and will measure this goal through the Visitor Survey Card annually for the work period from 2005-2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa10B

*Park/ Program Goal ID Number:* TUAI 19

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

NPS Non-historic buildings condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 1 (100% of 1) non-historic buildings are in fair to good condition as measured by the FCI at Tuskegee Airmen National Historic Site.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Condition of asset

*Unit Measure:*

Each asset

*Condition (Desired):*

Fair or good

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

From 2005-2008, the Tuskegee Airmen NHS will continue to improve the condition of non-historic facilities and all assets by incorporating best practices, industry standards, and state-of-the-art maintenance management concepts into everyday activities to meet this goal.



## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa3

*Park/ Program Goal ID Number:* TUA111

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% of employee performance plans are linked to appropriate strategic annual performance goals and position competencies

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Employee performance plans

*Unit Measure:*

Each employee

*Condition (Desired):*

Linked to goals

*Total # Units in  
Baseline:*

3

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

From 2005-2008, Tuskegee Airmen NHS's employee's performance agreements are linked to annual performance goals and position competencies. This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual goals

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6A

*Park/ Program Goal ID Number:* TUA114

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 3,000.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Tuskegee Airmen National Historic Site employee lost-time injuries is maintained at or below the previous 5-year annual average number of 1.6.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Incidents

*Unit Measure:*

Each incident resulting in  
injury

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

1.6

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

To keep Tuskegee Airmen NHS safe, the Resource Protection & Maintenance Division will perform regularly inspections of park grounds and buildings, to identify any hazards to the staff during the work period of 2005-2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6B

*Park/ Program Goal ID Number:* TUA115

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The servicewide Continuation of Pay (COP) hours will be at or below 54,100 hours (a 27% reduction from the FY 1997-2001 average of 73,775 hours).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008 the number of Tuskegee Airmen National Historic Site hours of Continuation of Pay is at or below 500 hours.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

COP hours

*Unit Measure:*

Each COP hour

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

500

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

During the work period from 2005-2008, the Tuskegee Airmen NHS will actively work towards minimizing employee fatalities. To achieve this goal, monthly safety meetings, quarterly safety messages and regular inspections of work areas to identify hazards to staff will be conducted.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6C

*Park/ Program Goal ID Number:* TUA1 20

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The NPS number of employee fatalities

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008 the number of employee fatalities at Tuskegee Airmen National Historic Site will also be reported but not be targeted.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Fatalities

*Unit Measure:*

Each fatality

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Tuskegee Airmen NHS will work actively towards minimizing employee fatalities. To achieve this goal, Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly safety meetings to increase safety awareness.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb1A

*Park/ Program Goal ID Number:* TUA1 17

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Tuskegee Airmen National Historic Site has 4 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Park Partnerships

*Unit Measure:*

Each partnership

*Condition (Desired):*

Established

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The overall plan of the Tuskegee Airmen NHS will be to focus on developing new partnerships and nurturing existing partnerships. To achieve this goal, the Tuskegee Airmen NHS staff will continue to meet with Little Texas Fire Department, the Tuskegee Police Department, the Tuskegee University and the USDA Forest Service to assure that the partnership agreements are on track towards completion.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE AIRMAN NHS

Park/ Program Org Code: 5682

Date Last Updated: December 13, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb2

*Park/ Program Goal ID Number:* TUA1 18

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

156 million visitors served by facilitated programs

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, attendance at Tuskegee Institute National Historic Site facilitated programs will increase to 18,821 (.05% over 17,925)

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Facilitated programs

*Unit Measure:*

Each visitor

*Condition (Desired):*

attended

*Total # Units in  
Baseline:*

17925

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Currently, Tuskegee Airmen NHS is operating out of a temporary facility (trailer) which was opened in FY02. By FY08, our first Interpretive Center will be opened and we will increase educational and interpretive programs.

## **Strategic Plan Report, FY 2005-2008**

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